

Department of Energy



Competitive Sourcing/A-76 (SSA FY05 National Competitive Sourcing Workshop)

Office of Management

Office of Competitive Sourcing/A-76

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Agenda

- **The Process**
- **OMB and OPM**
- **HRA**
 - **HRA Responsibilities**
- **HR Lessons Learned**
- **HR is the “KEY”**

HR-Critical Role

- **HR Assistance/Help=Employee Morale**
- **Employees CANNOT know enough about the A-76 process and THEIR RIGHTS**
 - **A-76 process does not change or eliminate ANY employee OPM processes or procedures**
 - **Federal Employees win 90% of the studies**
 - **Information is the Key**
- **Labor relations and Unions must be involved and knowledgeable**



Aligning Strategic Management of Human Capital and Competitive Sourcing

Working for America



OFFICE OF MANAGEMENT AND BUDGET
AND
OFFICE OF PERSONNEL MANAGEMENT



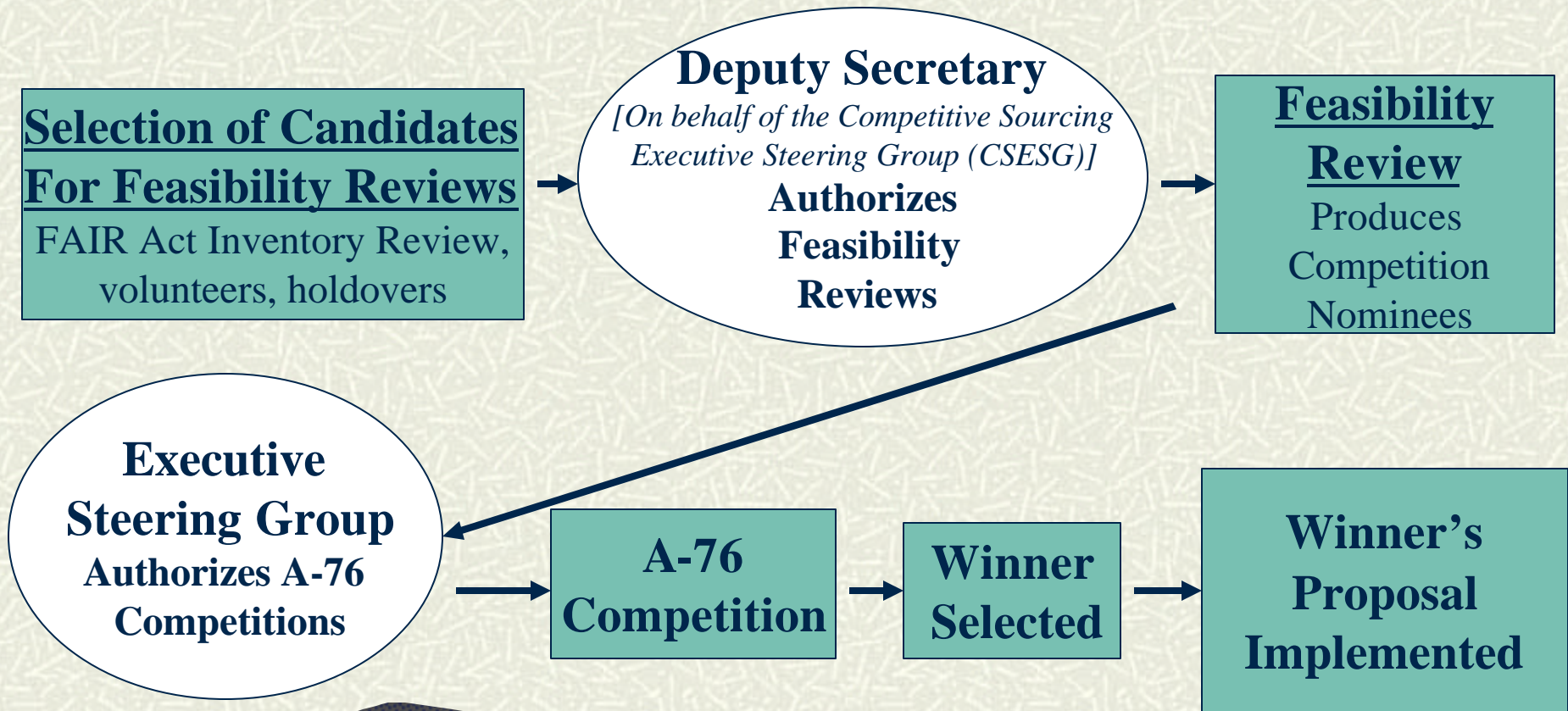
Shared Goals of Human Capital and Competitive Sourcing

- Human capital & competitive sourcing (public-private competition) share a common goal of improving mission performance by:
 - Closing competency and skill gaps;
 - Identifying and addressing redundancies, unbalanced staffing, and other inefficiencies that cut across agency functions;
 - Restructuring organizations for greater efficiency; and
 - Redeploying resources to higher program priorities.

DOE Competitive Sourcing/A-76 Program



A-76 Competition Process



Feasibility Review - Presents a full set of recommendations on the scope of the study, mission impacts and risks, the estimated savings, study type and proposed timeline.

FAIR Act – Federal Activities Inventory Reform Act of 1998 required inventory of agency commercial activities.

Status of A-76 Studies

Function	Affected FTE	Status
Environmental Engineering Services FY 04/05	684	Decision March 06
New Brunswick Lab FY 04/05	40	Decision September 05
Information Technology FY 02/03	642 1000+ Contractors	Completed-Decision July 05 MEO win
Human Resources FY 02/03	146	Completed-Decision September 04 (Most Efficient Organization [MEO] win)
Financial Services FY 02/03	156 22 Contractors	Completed-Decision December 03 (MEO win)
NNSA Logistics FY 02/03	76	Completed-Decision May 04 (MEO Win)
DOE Logistics FY 02/03	144	Completed-Decision March 05 (Contractor win)
Civil Rights Review FY 02/03	8	Completed-Decision August 03 (Contractor win)
Graphics FY 02/03	13	Completed-Decision September 03 (MEO win)

The estimated savings for the competitions completed to date are \$378M over five years, at study costs of \$6.6M

Circular No. A-76 (Revised)

**HR Roles and Responsibilities
Greatly Increased-Specific Detailed
Functions Listed**

Four Principal HR Goals

- **Work as an integral member of the A-76 teams**
 - **Departmental HRA-Policy/Procedures, Team Lead support**
 - **HRA support to the *Feasibility Reviews*-determine what to study/compete-use of Human Capital Plan**
 - **HRA support to the Performance Work Statement team**
 - **HRA support to the ATO/MEO Team**
 - **HRA support to the Source Selection Authority**
- **Interpret and advise upon personnel laws and regulations**
- **Apply HR processes**
- **Help minimize potential negative impacts to affected employees**

Important HR Considerations

- **HR staff**
- **HRA-roles and responsibilities (attached)**
- **Communicate regularly and effectively**
- **Plan and coordinate HR actions**
- **Get involved early and be proactive!**
- **Identify needed resources**
- **Define competitive area and levels**
- **Update employee profiles**

Agency Staffing Options (After Decision)

- **VERA/VSIP for directly impacted employees**
- **Directed Reassignments**
- **Job Restructuring**
- **Career Transition Assistance Plan (CTAP)**
- **Training and Retraining-use of HR investment funds**
- **Interagency Career transition program –across agency in a local commuter area**
- **Career services and outplacement services**
- **Relocation Bonuses**

HR Lesson learned

- **Overall-Claudia Cross-Human Capital Chief/Director Office Human Capital Management also Team Lead for HR-Training A-76 Competition**
 - **Use A-76 as a tool and do it smartly**
 - **Complex wide studies are difficult**
 - **RIFs, competitive areas and unions are local**
 - **How do you budget across agency lines?**
 - **HR and procurement must work together VERY closely**
 - **HR has had to redefine our terms to match procurement policy**
 - **Issue of procurement sensitive vs. HR desire to be open in all communication**
 - **Think about “soft landings” from the start**

HRA Lesson Learned

- Establish strong presence and involvement in the Initial stages of an A-76 study
- Include Labor/Employees Relations staff responsible for implementation of the decision throughout the process
- Important for HRA to have good business acumen and familiarity with the related Labor market (s)
- Work with the management of the ‘residual organization’
- Transition to the MEO/RO can be hampered by logistics or admin issues not considered in the technical management plan
- Develop an effective communication plan
- Partnering with local management to provide support for career transition services

HRA Lesson Learned

- **Conduct advanced RIF planning and data preparation**
- **Liberal use of administration flexibilities, including VERA/VSIP**
- **Carefully Monitor and manage attrition and the status of positions during the course of the A-76 study**
 - **Consider “freezing” positions/hiring**

DOE Program Guidebook for HR

- **Provide HR Specialists an understanding of their key role**
- **Supplement to DOE Competitive Sourcing Program Guidebook**
- **Proactive role of HR as an advisor**
- **Organized according to the major steps in the CS process. Each Chapter:**
 - **Overview of the process step**
 - **Description of key HR tasks**
 - **Checklist**
 - **FAQ**
- **www.ma.mbe.doe.gov/a-76**

For Further Information

- **Website:** www.ma.mbe.doe.gov/a-76
- **DOE A-76 Hot Line: 202-586-1761**
- **Email: a76@hq.doe.gov**
- **Office of Competitive Sourcing/A-76**
 - ✓ **Denny O'Brien: 202-586-1690**
 - ✓ **Mark Hively: 202-586-5655**
 - ✓ **Steven Apicella: 202-586-4071**
- ✓ **Robin Topolski (COR only): 202-586-8829**

Human Resources Advisor (HRA)

- Be an inherently governmental agency official and a human resource expert
- Comply with this circular
- Be independent of the CO, SSA, PWS team, and SSEB
- Participate on the MEO team
- Employee and Labor-Relations Requirements
 - Work with directly affected employees (and their reps.) from announcement thru implementation
 - Identify adversely affected employees
 - Accomplish employee placement entitlements
 - Provide post-employment restrictions to employees
 - Determine agency priority considerations for vacant positions
 - Establish a reemployment priority list(s)
 - Develop list of adversely affected employees (those entitled to right of first refusal)

➤ **MEO Team Requirements**

- **Assist the ATO and MEO team in developing the agency tender**
- **Schedule sufficient time in competition milestones to accomplish human resource actions**
- **Advise the ATO and MEO team on position classification restrictions**
- **Classify position descriptions, including exemptions based on the Fair Labor Standards Act**
- **Perform labor market analysis to determine availability of sufficient labor force (MEO and phase-in plan)**
- **Assist with cost estimating by providing annual salaries, wages, differentials, premium pay**
- **Assist in the development of the timing for the phase-in plan based on MEO requirements**
- **Develop an employee transition plan for the incumbent agency organization**
- **Notify directly affected employees (and their reps.) of the cancellation of a competition/solicitation**
- **Notify directly affected employees of the decision to implement the agency tender**

Additional HR Responsibilities

- **HRA is appointed by the CSO and is accountable for the timely and proper conduct of streamlined or standard competition through the use of annual performance evaluations**
- **HRA advisors who are members of the MEO team shall not be members of the PWS team**
- **As part of the MEO team the HRA shall develop and classify new position descriptions based on the MEO, but the agency shall not hire employees to staff these positions unless the agency is the selected provider**
- **If decision is to convert to contractor, HRA shall provide the contracting officer with a list of adversely affected employees as soon as possible after the performance decision is made.**